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Handbook  
on  
PSYCHOLOGICAL STRATEGY BOARD  
FUNCTIONS AND PROCEDURES

This handbook has been prepared in the Executive Secretariat for the use of Departmental officers involved in work connected with the PSB. It describes the nature and organization of the PSB and Departmental procedures which have been adopted to best fulfill the Department's role on the Board. This Handbook is designed to be used as a source of reference for information on the specific subjects listed in the table of contents.

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DEPARTMENT OF STATE  
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Department of State  
Psychological Strategy Board Manual

I. The PSB -- Organisation and Functions

A. Establishment and Functions

The Psychological Strategy Board was created by a Presidential Directive of April 4, 1951 for the purpose of "providing for the more effective planning, coordination and conduct within the framework of approved national policies, of psychological operations". The Board is assigned responsibilities for the "formulation and promulgation, as guidance to the departments and agencies responsible for psychological operations, of over-all national psychological objectives, policies, and programs and for coordination and evaluation of the national psychological effort".

The creation of the PSB climaxed intensive governmental efforts to provide for more effective planning, coordination and evaluation of psychological policies and programs. The Board reports to the National Security Council on its activities, on the evaluation of the national psychological effort and on the status of implementation of approved objectives, policies and programs by the departments and agencies concerned. The Presidential Directive specifically "does not authorize the PSB, nor its Director, to perform any 'psychological operations'", and instructs the Board to "utilize to the maximum extent the facilities and resources of the participating departments and agencies".

B. Composition

1. The Board

The Board is composed of the Under Secretary of State, Deputy Secretary of Defense, the Director of the Central Intelligence Agency, or in their absence, their designees. Representatives of other agencies may be invited to attend PSB meetings at the invitation of the Board. The Board has adopted the practice of periodically rotating the Chairmanship among the Members. A representative of the Joint Chiefs of Staff sits with the Board as its principal military adviser to ensure that the objectives, policies and programs of the Board are related to approved plans for military operations.

2. PSB Staff

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2. PSB Staff

The Presidential Directive also created the position of "Director" of the Psychological Strategy Board and authorized the Director to organize a staff to assist him in carrying out his responsibilities. The Director is appointed by the President, sits with the Board although not a Member and is specifically responsible for organizing the work of the Board, directing its staff and assuring that its decisions are carried out.

The PSB staff performs certain functions in assisting the Director to carry out his responsibilities. These functions are carried out by three offices which are organized under the Office of the Director. They are: The Office of Assistant Director for Plans and Policy, Office of Assistant Director for Evaluation and Review, and Office of the Assistant Director for Coordination. A member of the PSB staff attends NSC Senior Staff meetings as an observer. The Executive Officer of the PSB assists the Director in the management of PSB business.

II. Nature of Participation of the Department of State

Since the Department of State has primary responsibility for the formulation and coordination of foreign policy as well as the conduct of foreign relations, the Department, in fulfilling its proper responsibilities, plays a leading role in the development of plans, policies, and programs which the PSB considers. The PSB has been assigned the responsibility of directing the planning, coordination and evaluation of our entire psychological effort. Since it has been precluded by Presidential Directive from engaging in psychological operations, it concentrates its efforts in the field of psychological strategic planning.

The Department's major role in the work of the PSB consists in aiding in the preparation of psychological strategy plans for specific regional or functional problems. This activity is usually carried out by the "panel" method of inter-agency consultation described below.

The Department also provides to the PSB staff appropriate intelligence research materials and various types of policy information as requested, as well as a selected classified telegram and despatch distribution. In addition, the Department provides financial and administrative support to the PSB staff.

III. PSB - Methods

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